

September 1981

MEETING WITH ADMIRAL INMAN

- I. Kinds of relationships the CIA needs with outside organizations.
 - A. Objectivity
 - 1. The importance of "studies and analysis" organizations that do not produce hardware for CIA programs.
 - 2. Avoid a dedicated organization that needs a CIA contract in order to survive.
 - B. Benefits of relationships with organizations that serve other national security agencies.
 - 1. Better understanding of national policy context.
 - 2. Institutional knowledge of U.S. forces and systems provides an important reference base for analyzing foreign forces and systems.
 - 3. Effective mechanisms exist for protecting proprietary information.
- II. Substantive areas in which Rand can assist the CIA.
 - B. Assessments that interrelate the military, political, economic, and technological dimensions of a problem (e.g., the relationships between Soviet energy needs, their balance of payments problems, and their need to import Western technology).
 - C. Special topics that require a diversity of skills or a multi-disciplinary approach.
 - D. Review of draft Agency papers; assistance in the research planning process; conduct of international and interagency conferences.
 - E. Develop methods for recognizing and conveying uncertainty in the estimation process. What are the implications of uncertainty? (e.g., the energy report).
 - F. Assist in developing and evaluating new methods of intelligence analysis.

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III. Relationship with the performer.

- A. The contractual relationship should include both NIC and NFAC.
- B. Contract structured to permit access to diversity of skills at Rand and, through Rand, outreach to experts elsewhere; avoid restricting the relationship unnecessarily to small groups of dedicated contractor personnel.
- C. The relationship should be two-sided--allowing for constructive criticism and debate in important issues--consensus is neither desirable nor credible on every issue.
- D. Level-of-effort contract with simple statement of work; explicit, written research agenda to be mutually agreed upon between Rand and senior agency officials.
- E. Adequate access to information and continuity of funding are necessary for worthwhile research and high quality products.
 - 1. Think in terms of
 - 2. is probably minimal to start.
 - 3. Less than two years would not be an adequate test.
- F. Publication of some unclassified research reports under CIA sponsorship should be encouraged.

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